The Innovator’s Handbook outlines the methodology of innovation transfer for the University of Calgary and provides an overview of the commercialization processes and services that are available to faculty, staff, students, entrepreneurs and startups.
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Innovator’s Handbook

This handbook is based on the University of Michigan’s (UM) “Inventor’s Guide to Technology Transfer,” and the Stanford University Office of Technology Licensing (OTL) “Inventor’s Guide,” with adaptations for the University of Calgary and its invention transfer and business incubation centre, Innovate Calgary. We are grateful to Ken Nisbet and the staff of the UM Tech Transfer and Stanford’s University OTL for their permission to use these materials.
“The University of Calgary believes that it is absolutely essential to support the many talented inventors, innovators and scholars in our community. We are honoured to collaborate with Innovate Calgary to actively provide the expertise needed to expand valuable opportunities for commercialization, technology transfer and knowledge translation; distributing this ground-breaking research for the benefit of our city, our province and society as a whole.”

Dr. Elizabeth Cannon, President, University of Calgary

“Through our strategic research platforms, we seek to infuse entrepreneurial thinking into the DNA of the university. Problem-driven research and entrepreneurship play an important role in bridging the gap between discovery and innovation, and Innovate Calgary is positioned to support University of Calgary scholars to incubate and translate their work into impactful applications for our communities.”

Dr. Ed McCauley, Vice-President (Research), University of Calgary

“We believe the practice of commercialization needs to be as innovative as the innovation itself. We continuously seek and apply best practices, adopt new programs and leverage world-class specialists to accelerate the commercialization success for the University of Calgary researchers and entrepreneurs across all faculties. The commercialization of academic excellence provides immense societal benefit that results in a better future both socially and economically.”

Peter Garrett, President, Innovate Calgary
Overview

The Innovator’s Handbook outlines the methodology of innovation transfer for the University of Calgary and provides an overview of the commercialization processes and services that are available to faculty, staff, students, entrepreneurs and startups.

An innovation is defined as a useful new idea, method or product. An invention is a useful new idea, method or product that can be protected by patent laws. Thus, an innovation is the umbrella term for University of Calgary research discoveries such as services, programs and software, and includes inventions.

WHAT IS INNOVATION TRANSFER?

For the purpose of this guide, innovation transfer is the process of transferring skills, knowledge, technologies, methods of manufacturing, samples of manufacturing and facilities from universities and other institutions to businesses to ensure that scientific, technological, social and clinical developments are accessible to the public and disseminated to the broadest extent possible. Innovation transfer may be considered as the process of developing promising research projects into market-ready products, programs, processes, applications and services.

Innovation transfer may be accelerated by matching private sector resources to the University of Calgary’s research capabilities, with the goal of creating academic discoveries and bringing them to the market for the public good.

Innovations including software, social and clinical science approaches, programs and certifications are suitable for transfer to businesses as copyright, trademark or branding opportunities.

Research materials such as antibodies, cell lines, transgenic animals, and tissue samples are also suitable for commercialization. The Materials to Industry program (MTI) actively catalogues University of Calgary’s research materials making them available for use by the commercial and academic communities.

In addition to the MTI program, our partnership with Kerafast can provide an alternative to traditional academic Material Transfer Agreements.

WHAT COMMERCIALIZATION SERVICES ARE AVAILABLE TO RESEARCHERS AT THE UNIVERSITY OF CALGARY?

The translation of research findings into practical applications of benefit to society is a high priority for the University of Calgary, and is strongly supported by the Office of the Vice-President (Research), commonly referred to as the VPR. To meet this mandate there are two avenues in which UCalgary researchers can pursue commercialization of their research, either by working with the VPR Legal & Intellectual Property team or with Innovate Calgary, the innovation transfer and business incubator centre for the University of Calgary.

Invention disclosures from all University of Calgary faculties, institutes, research groups and departments are managed by Innovate Calgary or the VPR Legal & IP team. Commercialization services and business development programs are available and may include:

- Evaluating inventions and discoveries for commercialization opportunities (licensing or new business startup)
- Identifying industry research partners
- Patent, trademark and market potential assessment
- Intellectual property protection and management
- Licensing intellectual property to industry
- Introduction of commercial partners and investors
- Facilitation of new business startup
- Coaching, mentoring and training for entrepreneurs
HOW ARE INNOVATIONS TRANSFERRED?
Innovations are commonly transferred through a licence agreement in which the Licensor (Innovate Calgary) grants its rights in the defined innovation to a third party (the “Licensee”). Licensees often are established companies; however, they can also be a new business startup.

Although licensing terms are unique to each agreement, common licensing terms include Licensee obligations to meet development milestones and financial payments to the Licensor. All revenue generated is shared solely between the inventors and the University of Calgary.

WHY COMMERCIALIZE MY INNOVATION?
The benefits of commercialization are unique to each individual, which may contribute to:

• Positive impact on society that addresses a social, health, environmental or technical need
• Opportunities for sponsored research
• Streamlined operational processes for industry
• Economic development and diversification
• Experiential learning and employment opportunities for students
• A sense of personal fulfillment
• Recognition and financial rewards
• Increased University of Calgary awareness, prestige and brand recognition

WHAT IS MY ROLE IN INNOVATION TRANSFER?
TELL VPR LEGAL & IP OR INNOVATE CALGARY ABOUT YOUR INNOVATION.
Complete one of the Disclosure Forms online:

VPR Legal & IP
http://www.ucalgary.ca/research/researchers/commercialize-your-invention

Innovate Calgary
http://www.innovatecalgary.com/forms/idf/

IMPORTANT: Novelty is important for patent rights. Disclose before publicly relaying an invention (publishing, presenting at forums, industry tradeshows, dissertation, abstracts, manuscripts, or information provided in grant applications) or having discussions with individuals outside of the university that relate to your invention. Early disclosure will help protect patent rights and fully leverage any commercial potential.

If you elect to work with Innovate Calgary, upon disclosure, an initial interview will be scheduled to discuss the technical aspects of any innovation. The initial assessment will be completed within 30 days of the interview.

COLLABORATE.
We will work together to identify the best commercialization path for your innovation.

BE RESPONSIVE.
If relevant, we will pursue patent and intellectual property management options for your innovation. You will need to review and respond to counsel at appropriate times as the intellectual property prosecution advances.

PROVIDE UPDATES.
Help us ensure we are representing your innovation in a timely and accurate fashion. We regularly engage our industry partners, and providing them with recent updates may provide additional commercialization opportunities that can accelerate the commercialization path. Additionally, we report all commercialization activities from the university to relevant stakeholders to create awareness for policy makers and funding agencies to foster academic commercialization.

HOW LONG DOES INNOVATION TRANSFER TAKE?
There is no definitive timeline. The transfer process depends upon a variety of factors including the stage of development for the innovation, market need, impact of competitors, and the resources and time required to bring an innovation to a market-ready status. It can take months to years.

THE WESTERN CANADIAN INNOVATION OFFICES CONSORTIUM (WCIO) is a Western Economic Diversification Canada (WD) funded initiative that connects Western Canadian industry needs with the array of research and innovation resources that exist in WCIO’s nearly 40-member consortium of universities, colleges and polytechnics across the West.

The consortium exists to increase multi-institutional research collaborations within Western Canadian businesses to accelerate and de-risk the development and commercialization of technologies in areas of special interest to Western Canada. Both academics and industry now have a “go-to” resource for connecting with the research resources they require to innovate and commercialize new technologies.

www.wcio.ca
The Commercialization Process at a Glance

The commercialization process below is provided as a general overview. These steps can vary in sequence and often occur simultaneously.

1. RESEARCH
Discoveries, innovations and inventions are often the results of research activities, observations and experiments. An invention is any useful process, machine, composition of matter, or any new or useful improvement of the same that can be protected by patent laws. Research can also lead to innovations that result from creative works, such as art and music, as well as approaches, programs and certifications for improved health or social well-being.

2. DISCLOSURE
A disclosure is a written notice of innovation that is submitted to VPR Legal & IP or Innovate Calgary by completing the online disclosure form. All disclosures are confidential and researchers can elect to disclose to either VPR Legal & IP or Innovate Calgary.

VPR Legal & IP
http://www.ucalgary.ca/research/researchers/commercialize-your-invention

Innovate Calgary
http://www.innovatecalgary.com/forms/idf/

3. ASSESSMENT
An initial assessment of the disclosure includes patent and trademark potential, market and competitive analysis and identification of commercialization potential. This step is critical in determining the appropriate commercialization strategy for your innovation.

4. ENGAGEMENT AGREEMENT
If the innovation has commercial potential, and the innovator elects to pursue commercialization with Innovate Calgary, an engagement agreement is prepared. This agreement assigns ownership of the disclosed innovation, defines the services to be provided, and includes revenue sharing provisions.

The revenue share structure is as follows:
- For patentable inventions – 50 per cent inventor, 50 per cent Innovate Calgary (Innovate Calgary bears all patent preparation and prosecution costs)
- For innovations that are commercialized via copyright, trademark or branding, including software – 75 per cent inventor, 25 per cent Innovate Calgary

All revenue shares provided to Innovate Calgary are held for the university. Upon assignment, Innovate Calgary assumes IP management, new business startup and licensing responsibilities.

5. PROTECTION
When appropriate, patent protection begins when a provisional patent application is filed with the United States Patent and Trademark Office (USPTO). Patents require a significant financial investment (tens of thousands of dollars). It can take several years and much negotiation with the patent office to obtain an issued patent.

Patent protection may be a key factor in commercializing your invention, however, it does not guarantee success.

Other protection methods include copyright, trademark, trade secrets and contractual use restrictions, e.g. for databases, biological materials, and social, educational and clinical innovations.

THE VPR LEGAL AND INTELLECTUAL PROPERTY division processes agreements with external partners for research funding and related requirements. The group also works with investigators who choose to commercialize without the assistance of Innovate Calgary. Invention disclosures are received and this prompts the negotiation of a revenue sharing agreement with the university.
6. MARKETING
Innovate Calgary is committed to marketing all innovations to appropriate companies that have the expertise, resources, and business networks to bring the innovation to market. Typically we seek partnerships with an existing company, but we can also form a new startup. Marketing strategies are created and executed for each innovation.

7. COMMERCIALIZATION
Most innovations are very early stage and require additional research and development. The Licensee continues to advance a licensed innovation and makes additional business investments to develop a product or service. This step may entail further development, regulatory approvals, sales and marketing support, training and other activities.

When pursuing commercialization for an innovation, there are two commercialization paths: licensing or starting a new business.

LICENSING
A licence agreement is a contract between a Licensor, such as Innovate Calgary, and a Licensee, a third party to which the Licensor’s rights to an innovation are transferred for financial or other benefits. A licence may be granted to an existing business or a new business startup.

STARTING A NEW BUSINESS
In some cases, the optimal path to commercialization is for the innovator to start a new business. If the creation of a new business is elected, it is recommended to engage Innovate Calgary to facilitate the new company formation and launch.

8. ROYALTIES AND REVENUE
Revenues received from licences are distributed according to the engagement agreement between the innovator(s) and Innovate Calgary. Innovate Calgary invoices Licensees, receives royalty and progress reports and monitors Licensee performance towards delivering innovations to the market in a diligent manner.

“The possibility of commercialization motivates scientists to take risks and be entrepreneurial. It also provides opportunities for students to understand the strategic value of science to be at the heart of technological and economic advances.”

Dr. Glenda McQueen, Vice Dean, Professor, Faculty of Medicine, University of Calgary

Photo credit: Trudie Lee Photography
“Commercialization is about exploring opportunities; the ability to carry a good idea through to its maximum potential. There is a huge experiential benefit for the researchers involved in terms of broadening their scope of training.”

George Shimizu, Professor, Department of Chemistry, Associate Dean, Faculty of Graduate Studies, University of Calgary

Photo credit: University of Calgary
The University of Calgary has a commitment to fostering innovation, which can be translated into commercial opportunities or social benefits.

The university’s Strategic Research Plan identifies six core Research Themes providing a framework for the research activities it will pursue. These activities will be driven by current societal needs, engage our communities, and create opportunities for international prominence.

The VPR Legal & IP division and Innovate Calgary manages commercialization and private sector knowledge dissemination for University of Calgary innovations and research materials. These activities require defining and protecting innovations through intellectual property laws, and transferring the intellectual property rights to existing or new business startups.

The following chapters explain, in detail, each stage of the commercialization process, discussing notable considerations to be made while pursuing commercialization opportunities within the university.

1. RESEARCH – CONSIDERATIONS & OWNERSHIP

PUBLISHING RESEARCH RESULTS WHILE PROTECTING THE COMMERCIAL VALUE OF YOUR INNOVATION

Innovate Calgary will work with you to ensure that the commercialization of your innovation will not inhibit your publishing research results. Copyright is generally not affected by publication, except by agreement with the publisher. However, since patent rights are affected by publication, it is best to inform Innovate Calgary of any imminent or prior presentation, lecture, poster, abstract, website description, research proposal submission, dissertation/master’s thesis, publication, or other public presentation that discusses/describes the invention. Once publicly disclosed (published or presented), an invention may have restricted potential for patent protection.

USING MATERIAL OR OTHERS’ INNOVATIONS IN YOUR RESEARCH

It is important to ensure that you are legally at liberty to use others’ materials or innovations in your research. It is also important to carefully document the date and conditions of use of materials so that it can be determined if this use influences your rights in developments.

If you wish to obtain materials from outside collaborators, an incoming Material Transfer Agreement (MTA) should be completed. Contact VPR Legal & IP or Innovate Calgary for more information on incoming MTAs. For details, visit: http://www.ucalgary.ca/research/researchers/research-agreements/industry

SHARING YOUR MATERIALS OR RESEARCH TOOLS WITH OTHERS

It is prudent to document items that are shared with others and the conditions of their use and further possible sharing. If you wish to send materials to an outside collaborator, an outgoing Material Transfer Agreement should be completed. It also may be necessary to have a Confidentiality Disclosure Agreement (CDA) completed to protect your research results or intellectual property. If your technology has been assigned to Innovate Calgary as part of an ongoing commercialization project, we can assist you in preparing outgoing MTAs and CDAs, otherwise VPR Legal & IP can assist you in completing these agreements.
RESEARCH SPONSORS MAY HAVE RIGHTS TO YOUR RESEARCH DISCOVERIES

In an event that your research was supported by external funding, commitments may have been made to give external sponsors rights to the innovations emerging from your work. Innovate Calgary will work with the university to determine whether such commitments have been made and whether those commitments impact future commercialization opportunities.

A Sponsored Research Agreement (SRA) specifies the IP rights of the sponsor. The University of Calgary often retains ownership of patent rights and other IP resulting from sponsored research. In most cases, the sponsor may have rights to obtain a licence to the defined and expected outcomes of the research or may have been granted other rights. Sponsored research agreements allow the sponsor a limited time to negotiate a licence for any patent or IP developed as the result of the research. Innovate Calgary can offer assistance for industry sponsored research agreements.

CONSULTING

Researchers entering into consulting agreements are considered to be acting outside of the scope of their employment. Researchers who enter into consulting agreements should familiarize themselves with the university’s policy relating to consulting activities. University of Calgary researchers are expected to comply with the Code of Conduct Policy.


INTELLECTUAL PROPERTY OWNERSHIP

Researchers at the university are first owners of the intellectual property created in their work in accordance with the university’s Intellectual Property Policy. This policy contains the compliance obligations applicable to researchers who intend to pursue commercialization.


Often, IP is collaborative and intellectual property rights may be co-owned.

In some cases, IP rights are granted to external partners in written agreements related to research. It is important to identify and review any sponsorship, funding, consulting, materials transfer or other agreements related to your research, and to consult with VPR Legal & IP or Innovate Calgary if you have any questions.

WHO OWNS RIGHTS TO DISCOVERIES MADE WHILE I AM CONSULTING?

The ownership of IP rights in inventions made while consulting for an outside company depends on the terms of your consulting contract. It is important to clearly define the scope of work within consulting contracts to minimize any conflict over ownership of inventions created from your University of Calgary research. If you have questions, VPR Legal & IP or Innovate Calgary can provide informal advice.

WHO OWNS RIGHTS TO DISCOVERIES MADE WHILE ON SABBATICAL?

All IP policy compliance requirements apply while a researcher is on sabbatical, unless the sabbatical work is declared by the Dean as Outside Professional Activity (OPA) as defined in The Faculty Association of the University of Calgary (TUCFA) collective agreement for academic staff.

http://www.ucalgary.ca/hr/tucfa-ca

CAN A STUDENT CONTRIBUTE TO AN INVENTION?

Yes, many students are actively involved in research projects at the university under a variety of circumstances. Students can own IP under the university’s IP Policy.


THE BRIDGE TO BUSINESS VOLUNTEER PROGRAM offers UCalgary graduate students the opportunity to gain valuable hands-on technology transfer business experience. Interns work a three-month term assisting with various aspects of the commercialization process including: technology evaluation, patent and market data analysis.

To learn more, contact ipm@innovatecalgary.ca
2. DISCLOSURE

WHAT IS A DISCLOSURE?

A disclosure is a written description of your innovation that is provided to VPR Legal & IP or Innovate Calgary. The submission of a disclosure form begins the formal commercialization process.

Disclosures can be submitted online at:

VPR Legal & IP
http://www.ucalgary.ca/research/researchers/commercialize-your-invention

Innovate Calgary
http://www.innovatecalgary.com/forms/idf/

All submitted disclosures are treated in confidence.

Filling out a disclosure form is brief, capturing title, abstract and contact information. Once a disclosure is submitted, an initial interview will be scheduled to discuss the details of the innovation.

WHEN AND WHY SHOULD I DISCLOSE?

As soon as you believe a unique innovation is created, or a discovery is made that has potential commercial interest or value, submit a disclosure. By doing so, this starts the commercialization process.

SHOULD VISITING SCIENTISTS OR SCIENTISTS AT OTHER INSTITUTIONS BE LISTED ON THE DISCLOSURE?

Yes. All contributors to the ideas leading to a discovery, and those who have assisted in the practical development of the innovation, including non-University of Calgary employees, should be identified in the disclosure. Innovate Calgary, along with legal counsel, will ascertain the rights of such persons and institutions. It is prudent to discuss all working relationships with your service provider (preferably before engaging such persons/institutions) to understand the implications of any subsequent innovations and to include IP provisions in the Visiting Researcher Agreement.

3. ASSESSMENT

HOW ARE DISCLOSURES ASSESSED?

Disclosures received by Innovate Calgary are reviewed and assessed by qualified analysts who will examine the commercialization potential of each innovation. Upon disclosure, an initial interview will be scheduled during the 30-day assessment to ensure a complete understanding of the innovation.

Factors for the assessment include: patentability, the ability to successfully protect and market an innovation, freedom to operate, growth potential, market demand, potential competition, investment attraction, impact on a market and, for social and clinical innovations, impact on society.

Innovate Calgary consults with the inventor and its multidisciplinary and multi-sectoral partners (IP legal counsel, industry partners, government funding organizations, private investment firms and entrepreneurial mentors) to analyze each disclosure to identify the best commercialization path for the innovation.

FOR SOFTWARE, HOW DO I DECIDE WHETHER TO COMMERCIALIZE WITH A TRADITIONAL OR AN “OPEN SOURCE” LICENCE?

There are numerous licensing models for software and many factors must be considered when choosing an appropriate licensing model. Open source licensing does not necessarily impede traditional commercialization paths, and the two can sometimes be done in parallel, if structured properly. Please consult with Innovate Calgary to discuss the pros and cons of different licensing strategies for your specific software.

4. ENGAGEMENT AGREEMENT

Once you have decided to commercialize your innovation, an engagement agreement will be prepared. This agreement is signed between the innovator(s) and Innovate Calgary to formalize the relationship between the parties. It also assigns ownership of the disclosed innovation and defines the services to be provided, including revenue sharing.

“Commercialization is a critical step in the advancement of our society by providing an outlet for primary research that leads to discovery. It serves a critical role by reducing uncertainty and providing paths to predictability of outcomes.”

Jim Dewald, Dean Haskayne School of Business, University of Calgary

Photo credit: University of Calgary
5. PROTECTION - INTELLECTUAL PROPERTY, PATENTS, TRADEMARKS & COPYRIGHTS

WHAT IS INTELLECTUAL PROPERTY?

Intellectual property refers to creations of the mind, such as artistic works, discoveries, innovations and inventions. IP rights may be secured under patent, copyright, trademark or trade secret laws.

WHAT CAN BE PROTECTED BY INTELLECTUAL PROPERTY LAW?

Protectable subject matter includes: works, inventions, marks, and other subject matter (sound recordings, communication signals and performers’ performances) that may be protected by patent, copyright, trademark, trade secret or other intellectual property laws.

WHICH IP LAWS ARE APPLICABLE?

IP law protects eligible subject matter within its respective legal jurisdiction, such as Canada or the U.S. In some cases it may be optimal to have IP protection in every jurisdiction in which you are selling your invention. Canadian patent law protects inventions in Canada, whereas U.S. patent law protects inventions in the U.S. However, through international treaties such as the European Patent Convention and the Patent Cooperation Treaty, there are more effective methods for patent prosecution than applying to each country for protection.

WHAT ARE IP RIGHTS?

Rights in inventions are patent rights; rights in marks include trademark rights, plant denominations and geographical indications. Rights in works such as books and computer programs, sound recordings, performers’ performance and communications signals are copyrights. In copyright law, there are also moral rights, rights of remuneration and prohibitions against circumventing technological protection measures designed to protect copyrighted works. There are also exceptions to rights enjoyed by users, which are considered in copyright law, to be rights of users.

DO I NEED TO APPLY FOR IP RIGHTS IN ORDER TO HAVE THEM?

Copyrights and trademark rights exist without applying for them, provided that the works and marks meet the legal requirements for protection. Optionally, registration may be sought for works and marks. Registering a trademark will typically give greater rights than unregistered trademarks. You are required to apply for a patent, of which the drafting of a patent application requires a skilled and licensed patent agent (or, if applicable, a patent attorney).

WHAT IS A PATENT?

A patent gives the holder the right to exclude others from making, constructing, using, selling, offering to sell, and importing the patented invention. A patent does not necessarily provide the holder any affirmative right to practice a technology since its use may infringe a patent owned by others, or its use may be otherwise legally prohibited or regulated.

The key criteria for patentability are non-obviousness, novelty and utility.

WHAT CAN BE PATENTED?

Inventions can be patented. The invention is a legal term of art, and what can be patented varies between jurisdictions. Similar to the U.S., in Canada, an invention is any new, useful and non-obvious art, process, machine, manufacture, or composition of matter, or any new and useful improvement thereof. However, these categories of subject matter may be interpreted differently by courts in different jurisdictions and therefore, affect the scope of protection.

It is possible to protect business methods and software through patents.

Canada does not recognize plants or other higher life forms, nor methods of medical treatment, while other jurisdictions may recognize these as inventions.

In order to obtain a patent, not only must the subject matter be eligible for patenting, it must be new, useful and non-obvious. Innovate Calgary can assist in protecting inventions with patents.
MUST I OBTAIN A PATENT TO PROTECT BIOLOGICAL MATERIALS?

Biological research materials, such as antibodies, vectors, plasmids, cell lines, or transgenic mice, do not necessarily require protection (and in some cases cannot be protected by intellectual property laws) in order to be licensed to companies for distribution and to generate revenue for laboratories. Instead of licensing rights in the research materials, the use of the material itself can be licensed. Determining whether you can or should protect biological materials through patenting is an important consideration. Innovate Calgary will support the development of appropriate protection, licensing and distribution strategies for research materials, including distribution to research collaborators.

CAN SOMEONE PATENT A NATURALLY OCCURRING SUBSTANCE?

Patentability depends upon the laws of particular jurisdictions. In the U.S., there is a rule against patenting products of nature, but there are exceptions. For example, natural human genes are not patentable, however, complementary DNA, as a human creation, is eligible for patenting.

In Canada, patents on natural human genes have been granted.

WHAT IS THE CANADIAN INTELLECTUAL PROPERTY OFFICE (CIPO) AND THE UNITED STATES PATENT AND TRADEMARK OFFICE (USPTO)?

CIPO, a Special Operating Agency of Industry Canada, is responsible for administering Canada’s system of IP rights, i.e., patents, trademarks, copyrights, industrial designs and integrated circuit topographies.

The USPTO is the federal U.S. agency, organized under the Department of Commerce, which administers the patent system on behalf of the U.S. government.

WHO IS THE INVENTOR ON A PATENT AND WHO MAKES THIS DETERMINATION?

Under patent law, an inventor is a person who makes a conceptual contribution to the patent claims of an issued patent. Since patent claims can be added, deleted, or modified during prosecution, invention ownership may also change. Invention ownership is a legal issue and may require an intricate legal analysis by a patent lawyer.

WHAT IS THE PATENTING PROCESS?

Patent applications are drafted by a patent agent or patent attorney, as applicable, who is licensed to practice by the appropriate regulatory body, such as CIPO or the USPTO. Inventors will be asked to provide technical information for an application before it is filed and to answer questions about invention ownership. At the time an application is filed, inventors will be asked to sign an Inventor’s Declaration and an Assignment, which evidences the inventor’s assignment of the patent to Innovate Calgary.

Often, the first patent application filed will be a U.S. provisional patent application. A provisional patent application establishes a priority date, or official filing date, that fully protects the invention to the extent it is described in the application.

The provisional application must be converted to a regular patent application within one year. Additional supporting data for an invention may be included when converting the patent application, thus inventors have the opportunity to perform additional research for one year. The patent office holds patent applications confidential for 18 months from initial filing.

Within two or more years from the conversion date, depending on the technology, the patent counsel will receive an Office Action written notice from the patent office indicating whether the application and its claims have been accepted. Often, the patent office rejects the claims because certain formalities need to be addressed or the claims are not patentable over the prior art, that is, pertinent information publicly disclosed before the priority date.

If the application is rejected, the patent counsel must file a written response within three to six months. It is common that counsel may amend the claims or point out why the patent examiner’s position is incorrect. Often it will take two Office Actions and two responses by counsel — and sometimes more — before the application is resolved. The resolution can take the form of a notice that the application is allowable, i.e., the patent office agrees to issue a patent. During this process, input from the inventor(s) is needed to assist counsel in understanding the technical aspects of the invention and/or the prior art cited against the application.

WHO MANAGES THE PATENT PROCESS?

Inventors can elect to work with a provider such as Innovate Calgary who contracts with, coordinates and pays for, outside patent counsel for IP protection, thus assuring access to patent specialists in diverse technology areas. Inventors will work with the patent counsel in preparing patent applications and responding to worldwide patent offices.
WHAT IS THE DIFFERENCE BETWEEN A U.S. PROVISIONAL PATENT APPLICATION AND A REGULAR PATENT APPLICATION?

A U.S. provisional patent application can preserve patent rights while reducing costs. This is because the provisional application is not examined during the year in which it is pending, thus delaying prosecution costs. A regular, or utility U.S. application must be filed within one year of the provisional application, and the regular application receives the benefit of the earlier provisional application for material adequately described and enabled. Innovate Calgary strives to draft fully enabling provisional applications in order to provide the maximum possible protection for inventions.

WHAT IS DIFFERENT ABOUT INTERNATIONAL PATENT PROTECTION?

International patent protection is subject to the laws of each individual country, although in a general sense the process works much the same as it does in the U.S. and Canada. In most countries, an inventor will lose any patent rights if the invention is publicly disclosed prior to filing the patent application. In contrast, the U.S. and Canada have a limited one-year grace period to file after a public disclosure.

IS THERE SUCH A THING AS AN INTERNATIONAL PATENT?

Although an international patent does not exist, an international agreement known as the Patent Cooperation Treaty (PCT) provides a streamlined filing procedure for most industrialized nations. A PCT application is filed within one year of the priority date, and filed in the national patent offices within 30 months of the priority date.

WHAT IS THE TIMELINE OF THE PATENTING PROCESS AND RESULTING PROTECTION?

Average pendency for U.S. patents is three years, though inventors in the biotech and computer fields should plan on a longer waiting period. Once a patent is issued, it is enforceable for 20 years from the priority date, assuming that PTO-mandated maintenance fees are paid.

THE MATERIALS TO INDUSTRY PROGRAM addresses competitiveness in the laboratory research and tools industry. It assists researchers by openly promoting materials to companies seeking competitive solutions for this active market.

To learn more, contact ipm@innovatecalgary.com.
WHY ARE SOME INVENTIONS PATENTED AND OTHERS ARE NOT?

Patent protection is often required because it can protect a commercial partner’s often sizable investment in bringing the technology to market. Due to the expense and length of time required to obtain a patent, patent applications are not filed for all inventions. Innovate Calgary reviews the patentability and commercial potential of each invention before investing in the patent process.

Innovate Calgary has partnered with several IP law firms to provide its clients with excellent legal patent service for reasonable fees.

WHAT DOES IT COST TO OBTAIN A PATENT?

Obtaining an issued patent costs $20,000 to $30,000 or more per country. Most countries also charge escalating maintenance fees throughout the life of a patent to keep it in good standing with that country’s patent office.

WHAT IF I CREATED THE INVENTION WITH SOMEONE FROM ANOTHER INSTITUTION OR COMPANY?

If you created the invention under a sponsored research or consulting agreement with a company, a review of the agreement is required to determine ownership and other rights and obligations associated with the contract and to determine the appropriate next steps. If the technology is jointly owned with another academic institution, an Inter-Institutional Agreement (IIA) will be created, identifying one of the institutions to take the lead in protecting and licensing the invention, sharing of the expenses associated with the patenting process and allocating any licensing revenue(s). If the technology is jointly owned with another company, Innovate Calgary will work with the company to determine the appropriate patenting and licensing strategy.

WILL INNOVATE CALGARY INITIATE OR CONTINUE PATENTING ACTIVITY WITHOUT AN IDENTIFIED LICENSEE?

Upon the determination of sufficient value, Innovate Calgary will accept the risk and assume the costs of filing a patent application before a Licensee has been identified. After Innovate Calgary rights have been licensed to a Licensee, the Licensee pays the patenting expenses. At times, we cease further patent prosecution if reasonable attempts have failed to generate licensing interest from industry, or during prosecution, the patent office has provided evidence preventing us from obtaining reasonable claims.

WHAT IS A COPYRIGHT AND HOW IS IT USEFUL?

Copyright exists in original literary, dramatic, musical and artistic works, as well as other subject matter provided that they meet certain legal requirements. The copyright owner has the exclusive right to conduct and authorize various acts including first publication of a work, reproduction of a work, and public performance of a work. Owners also hold exclusive rights to the making of derivative works and other acts such as fixing an unixed performer’s performance of a work in a material form. In rare instances, Innovate Calgary may register copyrights, but in most cases, registration is not required.

HOW DO I REPRESENT A PROPER COPYRIGHT NOTICE?

Although copyrightable works do not require a copyright notice to be protected, we recommend that you use one. For most works, use the following template:

[Year of first publication] © [Copyright Owner]

e.g., 2017© John Smith

“The value of commercialization is that it helps protect the researchers’ findings so that it can be brought to maturity or partnership with other stakeholders. It has taken my laboratory 15 years to translate the initial laboratory findings of the utility of a generic medication, minocycline, to the current Phase III clinical trial of minocycline in multiple sclerosis. If there had been a commercialization process involved initially, this could have helped expedite partnerships and translation so that a potentially useful medication can be brought rapidly into the treatment arena.”

Wee Yong, Professor, Hotchkiss Brain Institute, Department of Clinical Neurosciences, University of Calgary

Photo credit: Cummings School of Medicine, University of Calgary
WHAT IS A DERIVATIVE WORK?

A derivative work is a work based upon one or more pre-existing works, such as a source code, musical arrangement, dramatization, fictionalization, motion picture version, sound recording, art reproduction, abridgment, condensation, or any other form in which a work may be recast, transformed or adapted. A work consisting of editorial revisions, annotations, elaborations, or other modifications, which, as a whole, represents an original work of authorship, is a derivative work.

WHAT IS A TRADEMARK OR SERVICE MARK AND HOW IS IT USEFUL?

A trademark identifies the source of a good or service, rather than naming it. A trademark is a sign (or combination thereof) that is either used or proposed to be used by someone to distinguish, or for the purpose of distinguishing, goods or services made by that person from those made by others. Certification marks are also trademarked. They indicate the source of a good or service as emanating from a prescribed standard. Geographical indications are not trademarks, but are protected by the Trademark Act as an indicator of the geographical source of a product.

WHAT ARE TRADEMARK RIGHTS?

Trademark rights protect the trademark owner against the use of the mark over other marks that are confusing with the registered mark.

WHAT IS TRADEMARK REGISTRATION?

Trademark registration by CIPO, USPTO or other IP offices is the result of a successful trademark application and prosecution. However, it is not necessary to register a trademark to acquire exclusive rights to its use. Trademarks generally become protected in the geographical area in which they are used as soon as they are adopted by an organization and used in commerce, even without registration. It is possible to acquire trademark rights even without use.

For Federal trademark registration, the registrant is presumed to be entitled to exclusive use of the trademark throughout the jurisdiction.

“Scientists pursue a mission of discovery and innovation that creates knowledge to be disseminated to a wide variety of end-users. Part of that mission is the development of new technology, ideas or innovations that can be commercialized to improve the pursuit of science and ultimately clinical care delivery. The benefits to the scientist are myriad and this pursuit should be fostered.”

Todd Andersen, Director, Libin Cardiovascular Institute of Alberta Clinical and Academic Department Head, Cardiac Sciences Professor, University of Calgary

Photo credit: Libin Cardiovascular Institute
“The value of commercialization for me is seeing the research in our labs and models translate into tangible outcomes that benefit society. I get great joy and satisfaction seeing our research translated into real impact. I have four rules that guide my research group: save money, make money, save a life, save the environment – the commercialization of our research outcomes is a tangible measure of achieving one or more of these rules and thus, we benefit our stakeholders.”

Ian Gates, Professor and Department Head, Department of Chemical and Petroleum Engineering, Schulich School of Engineering, University of Calgary

Photo credit: Riley Brandt, University of Calgary
6. MARKETING

HOW DOES INNOVATE CALGARY MARKET MY INVENTION?

Innovate Calgary is dedicated to identifying the right commercialization path for your invention using many resources and strategies for sourcing potential Licensees including:

- Building upon the existing relationships of the inventor for potential Licensee options
- Leveraging our partner relationships
- Developing a researcher profile that is marketed to industry partners
- Administrating market research to identify prospective commercial partners
- Creating a marketing document that contains non-confidential invention descriptions to generate interest from commercial partners
- Posting your invention’s marketing document to the Innovate Calgary website providing digital access to commercial and industry partners

HOW CAN I ASSIST IN MARKETING MY INVENTION?

Your input and active involvement can dramatically improve the chances of matching an invention to a Licensee. Your network of relationships can be helpful in identifying potential Licensees and technology champions within companies. Once interested companies are identified, the inventor is the best person to describe the details of the invention and its technical advantages. The most successful commercialization results are obtained when the inventor and commercialization service provider work together to market and promote the invention.

HOW ARE MOST PARTNERS FOUND?

Most Licensees are known to the inventor. Your research and sponsored research partners are valuable avenues for identifying potential Licensees. Innovate Calgary broadens these relationships through market research, our partners, association memberships, personal contacts, website postings, industry events and existing industrial relationships.

HOW LONG DOES IT TAKE TO FIND A PARTNER?

It can take months or possibly years to locate a commercial partner, depending on the attractiveness of the innovation, its stage of development, competing technologies, and the size and intensity of the market. Most university inventions tend to be at an early stage of development and thus require substantial investment to commercialize them.

7A. COMMERCIALIZATION - LICENSING & OTHER AGREEMENTS

Most Licensees continue to develop an invention to enhance the existing technology, reduce risk, prove reliability and satisfy the market requirements for adoption by customers. Development can involve additional prototyping for manufacturability, testing for durability and integrity, further development to improve performance and other characteristics. Documentation for training, installation and marketing is often created during this phase. Benchmarking tests are often required to demonstrate the product/service advantages and to position the product in the market.

WHAT IS A LICENCE?

An IP licence is a permission that the owner of IP rights grants to another party to do what would otherwise be an infringement, usually under a licence agreement.

WHAT IS A LICENCE AGREEMENT?

Licence agreements describe the rights and responsibilities related to the use and exploitation of intellectual property. Innovate Calgary licence agreements usually stipulate that the Licensee diligently seeks to bring the intellectual property into commercial use for the public good and provide a reasonable return to the university.

CAN THERE BE MORE THAN ONE LICENSEE?

Yes, an invention can be licensed to multiple Licensees, either exclusively or non-exclusively to several companies each for a unique field-of-use (application) or territory.

HOW IS A COMPANY CHosen TO BE A LICENSEE?

A Licensee is selected based on its ability to commercialize the invention for the benefit of the general public. Often, an established company with experience in similar inventions and markets is the best choice. In other cases, a startup company may be a better option.

WHAT IS THE RELATIONSHIP BETWEEN AN INVENTOR AND A LICENSEE, AND HOW MUCH OF MY TIME WILL IT REQUIRE?

Many Licensees require the active assistance of the inventor to facilitate commercialization. At the early stages of development, this assistance can range from infrequent, informal contacts to a formal consulting relationship. Working with a new business startup can require a substantial time commitment, depending on your role in or with the company.
HOW ARE LICENCE REVENUES DISTRIBUTED?

Innovate Calgary is responsible for managing the expenses and revenues associated with technology agreements assigned under the Engagement Agreement. Revenues from licence fees, royalties and equity are shared with innovators, after recovering any unreimbursed patenting and out of pocket expenses. Innovate Calgary personnel do not bill hours to projects for reimbursement.

OTHER LICENCE AGREEMENTS

NON-DISCLOSURE AGREEMENTS (NDAS) AND CONFIDENTIAL DISCLOSURE AGREEMENTS (CDAS)

These agreements are used to maintain the confidentiality of an invention during an evaluation by potential Licensees. NDAs/CDAs also protect proprietary information of third parties that university researchers need to review in order to conduct research or evaluate research opportunities. VPR Legal & IP and Innovate Calgary can enter into NDAs/CDAs so that the university proprietary information can be shared with outside parties.

MATERIAL TRANSFER AGREEMENTS (MTAS)

These agreements are used to specify conditions under which incoming and outgoing materials can be administered by VPR Legal & IP or Innovate Calgary and are typically for research or evaluation purposes. Intellectual property rights can be compromised if materials are shared without a proper MTA. Academic institution to academic institution transfers are usually accomplished through a Uniform Biological Materials Transfer Agreement. For popular and often transferred research materials, Innovate Calgary has partnered with Kerafast to facilitate the transaction and generate research funds for the providers. Innovate Calgary also commercializes research materials through the Materials to Industry program.

INTER-INSTITUTIONAL AGREEMENTS

These agreements describe the terms under which two or more institutions (generally two universities) will collaborate to assess, protect, market, licence, and share in the proceeds derived from jointly owned intellectual property.

OPTION AGREEMENTS, OR OPTION CLAUSES WITHIN RESEARCH AGREEMENTS

These agreements describe the conditions under which the opportunity is reserved for a third party to negotiate a licence for intellectual property. Option agreements are created when potential industry partners wish to evaluate a technology prior to entering into a full licensing agreement. Option clauses are often included in sponsored research agreements.

SPONSORED RESEARCH AGREEMENTS

These agreements describe the terms under which sponsors provide research support to the faculty and the University of Calgary. These contracts can be negotiated by VPR Legal & IP. In circumstances where IP has been assigned to Innovate Calgary, research funding agreements may be initiated by Innovate Calgary.

For more information about research agreements contact VPR Legal & IP at: ipadmin@ucalgary.ca

For research agreements related to the Faculty of Medicine contact MedLegal at: http://cumming.ucalgary.ca/research

MITACS helps to build partnerships between academia, industry and the world – to create a more innovative Canada.

Their programs have supported many students, post-doctorates and fellows who drive research.

The Accelerate program matches graduate students, supervising professors and industry partners to develop an applied research project with an internship component.

The Elevate program helps companies establish a long-term research collaboration through a competitive two-year postdoctoral fellowship and associated soft skills training.

www.mitacs.ca
7B. COMMERCIALIZATION – STARTING A NEW BUSINESS

In some cases, the best commercialization strategy for your invention is to form a new business, commonly referred to as a startup.

Before considering forming or becoming involved in a startup, a few key factors should be considered:

- **Commitment** – your involvement is paramount. Startups rely heavily on the technical expertise of the innovator. Innovators can contribute as a founder, consultant or advisor.

- **Development risk** – often large organizations or industry leaders are reluctant to take on the risk of an unproven invention, thus a startup may be the sole option for commercializing an innovation. For social innovations, i.e., social enterprises, startups are often the best option.

- **Development cost and investment return** – it is recommended that you identify the overall cost to develop and scale your innovation. What is the amount of capital required? How long will it take? Investors always take into consideration the time frame for the return on their investment.

- **Platform invention/technology** – the most successful entry to market occurs with inventions that can be commercialized into multiple products/services or can be applied to multiple sectors.

- **Competitive advantage and market barrier** – identify the compelling competitive advantage when compared to existing solutions within the market. Make sure your innovation makes it difficult for new competitors to enter the market as they may become your key competitor.

- **Market size** – identifying the market size and ability for significant growth determines the sustainability of the startup.

- **People** – having the right people with the right skills are an important asset to accelerate your business to market.

- **Exit strategy** – identify your exits such as a merger with, or sale to, another company.

A startup’s success is not determined solely by the innovation or technology. It takes business acumen and entrepreneurial support to launch and sustain a successful business.

Innovate Calgary supports innovation-driven enterprises through its entrepreneur development programs, enterprise services and accelerator programs.

**WHAT AGREEMENTS MUST BE EXECUTED BETWEEN THE STARTUP AND THE UNIVERSITY OF CALGARY/INNOVATE CALGARY?**

If you choose to launch a startup, the IP will either be licensed or assigned to the startup. Innovate Calgary ensures that such IP transfer is done in a timely manner, with a clean transfer of title so that the startup is as attractive as possible to new investors.

Often, the innovator will sign a consulting or employment agreement with the startup, which specifies the roles and obligations in the new entity. Innovate Calgary strongly recommends that innovators have their own attorneys and advisors review such agreements to ensure that they are fully aware of any potential legal or tax consequences.

Upon meeting certain diligence requirements, Innovate Calgary can also assign the IP directly into a startup under standard terms and conditions through an Express Assignment, which satisfies the inventors’ revenue sharing obligation to the university under the IP policy.

The Express Assignment is a standard contract for University of Calgary startups that is designed to minimize negotiation time, complexity and transaction costs for innovators and their startup teams. The legal provisions of the contract are the minimum that Innovate Calgary can accept, and the financial terms are among the lowest available to academic startups.

“Commercialization is about taking the discoveries and knowledge generated by researchers and finding sustainable ways to translate that knowledge into application. In areas such as science and engineering, this means translating products that get used every day. In the social sciences and professions, this means translating knowledge into programs and services.”

Jackie Siepert, Dean, Faculty of Social Work, University of Calgary

Photo credit: Angie Boyler Photography
WHAT ARE THE VARIOUS FORMS OF SEED CAPITAL AVAILABLE TO SUPPORT MY STARTUP?

Startups often require seed (or early stage) capital to develop and commercialize their invention, achieve regulatory compliance, generate revenues, and become cash-flow positive. Typically seed capital comes from one of four sources:

- **Friends and family** – provided by individuals who know and trust the founder/inventor. Ninety per cent of all startups are funded by friends and family.
- **Grants** (non-dilutive funding) – typically provided by government agencies or private foundations. Grants are a highly attractive source of capital as generally there are no repayment conditions and the proceeds are non-dilutive where the startup is not required to issue equity and dilute current shareholders.
- **Angel investors** – high net-worth individuals who invest cash into startups in return for equity or debt. Angel investors are often successful business builders having much to offer in terms of expertise, contacts, and advice and often take a management or advisory role in the startup.
- **Venture capital firms** – professional investors that manage large pools of capital on behalf of institutions or affluent individuals. Venture capital firms often require a sizable equity stake in the startup and play an active role in management, commonly holding a Board of Directors position within the company.

HOW DO I KNOW WHICH SEED CAPITAL TO ATTRACT FOR MY STARTUP?

Initial investments into your startup can impact the company’s future investment opportunities. It is recommended that you discuss your investment strategy with trusted professional investment advisors to ensure that your startup attracts the right investments at the right stages of growth.

WHAT DOES AN OUTSIDE INVESTOR LOOK FOR IN A NEW STARTUP?

Outside investors typically expect to see a validated business model, a market and competitive analysis, a solid management team and Board, financial projections, a commercialization and marketing plan.

COMMON EXIT STRATEGIES AND WHY IT IS IMPORTANT TO HAVE ONE

Planning an exit strategy for your startup is one of the most important, yet complex, decisions faced by entrepreneurs. Receiving the right advice at the onset of the company’s development is paramount. Sophisticated investors focus their investments on startups that have carefully considered an exit strategy.

There are two common types of exits for startups:

- **Sale or merger with another company** – one that requires the product or IP as a key component of their business strategy.
- **Going public** – through an initial public offering, or a reverse takeover of an existing publicly listed entity. This strategy requires a favorable technology investment climate. Most companies need to reach a certain level of size and revenue to meet the listing requirements demanded by North American stock exchanges.

WHAT WILL HAPPEN TO MY INVENTION IF THE LICENSEE OR STARTUP IS UNSUCCESSFUL IN COMMERCIALIZING THE TECHNOLOGY? CAN THE INVENTION BE LICENSED TO ANOTHER ENTITY?

Yes. Licences typically include performance milestones that, if not met, can result in termination of the licence. Assignments can be terminated, but only under limited circumstances, such as bankruptcy. Termination allows for subsequent licensing to another business.

“Technology translation can play a huge role in bringing your research to the broader scientific community. Our AggreWell technology has now been used on every continent except Antarctica, and is cited in over 400 publications. None of this would have happened if we had simply published our work and left it at that.”

Mark Ungrin, Assistant Professor, Comparative Biology & Experimental Medicine (CBEM), Faculty of Veterinary Medicine, University of Calgary

Photo credit: Riley Brandt, University of Calgary
“In the Schulich School of Engineering, our research results have an impact. Commercialization helps us to translate our innovations into tangible benefits – it is one of the mechanisms by which industry, society, or even local community can update, and use our research results.”

Jocelyn Grozic, Professor (Geotechnical), Civil Engineering Associate Dean (Research), Schulich School of Engineering, University of Calgary

Photo credit: Schulich School of Engineering, University of Calgary
8. ROYALTIES AND REVENUE

WHAT REVENUES ARE GENERATED IF COMMERCIALIZATION IS SUCCESSFUL?

Most licences include licensing fees that range from a modest amount or can reach hundreds of thousands of dollars. Royalties on the sales of licensed products can generate revenues, which can take years to occur. Most licences do not yield substantial revenues. A recent study of licences at U.S. universities demonstrated that only one per cent of all licences yields over $1 million. However, the rewards of an invention reaching the market go beyond the financial considerations alone. For example, success provides opportunities for making a societal impact beyond publication, jobs for students and access to industry partners for sponsorships and collaborations.

WHAT CAN I EXPECT TO GAIN IF MY IP RIGHTS ARE LICENSED?

Revenue sharing is defined in the engagement agreement and the financial return from a licence is provided to the inventor personally.

As identified in the University of Calgary IP Policy, the revenue structure is:

- Risk capital invested by Innovate Calgary – 50 per cent inventor, 50 per cent Innovate Calgary
- No risk capital invested by Innovate Calgary – 75 per cent inventor, 25 per cent Innovate Calgary

All revenue collected by Innovate Calgary is held for the benefit of the University of Calgary.

Non-financial gain, such as the satisfaction of knowing your invention is being deployed for the benefit of the public good, and the possibility of new and enhanced relationships with businesses, can augment one’s teaching, research and consulting opportunities. IP licences can also foster industry-sponsored research, entrepreneurial activities and access to sophisticated industry equipment, personnel and resources.

HOW ARE LICENCE REVENUES DISTRIBUTED?

Innovate Calgary is responsible for managing the expenses and revenues associated with technology agreements assigned under the engagement agreement. Revenues from licence fees, royalties and equity are shared with inventors, after recovering any unreimbursed patenting and out of pocket expenses. Innovate Calgary personnel do not bill hours to projects for reimbursement.

WHAT ARE THE TAX IMPLICATIONS OF ANY REVENUES I RECEIVE FROM THE UNIVERSITY?

Royalty revenues are typically reported on a T5 (Statement of Investment Income), which will be issued to inventors for the year that they receive any royalty revenue, and must be included in the income tax return for that year. Consulting with a tax advisor is recommended for specific advice regarding revenue reporting.

HOW ARE INVENTOR REVENUES DISTRIBUTED IF THERE ARE MULTIPLE INVENTORS AND/OR MULTIPLE INVENTIONS IN A LICENCE?

The revenue shares between or among multiple inventors will be defined when signing an Engagement Agreement with Innovate Calgary. Any revenue sharing arrangement is possible, provided all inventors agree.

NAVIGATING CONFLICT OF INTEREST

HOW DOES THE UNIVERSITY DEFINE A CONFLICT OF INTEREST?

A conflict of interest can occur when a University of Calgary employee, through a relationship with an outside organization, is in a position to:

- Influence the University of Calgary’s business, research or other areas that may lead to direct or indirect financial gain.
- Adversely impact or influence one’s research or teaching responsibilities.
- Provide improper advantage to others, to the disadvantage of the university.

Actual or potential conflicts should be disclosed to your supervisor.
WHAT KINDS OF ISSUES CONSTITUTE CONFLICT OF INTEREST?

These can include the appropriate and objective use of research, the treatment and roles of students, supervision of individuals working at both the University of Calgary and a Licensee company, and conflict of commitment, i.e., your ability to meet your university obligations.

WHAT ARE EXAMPLES OF A CONFLICT OF COMMITMENT?

A conflict of commitment may exist if duties, assignments or responsibilities associated with an outside business arrangement have a negative impact on your ability to meet commitments associated with your University of Calgary employment or exceed the amount of time available to you for these activities. To avoid a conflict of commitment, fully disclose your situation to your supervisor.

For more information, visit: [http://www.ucalgary.ca/policies/files/policies/code-of-conduct.pdf](http://www.ucalgary.ca/policies/files/policies/code-of-conduct.pdf)

ENTREPRENEURSHIP AT THE UNIVERSITY OF CALGARY

The pursuit of entrepreneurship at the University of Calgary starts with fostering entrepreneurial thinking across all faculties. This means exercising the type of cognitive abilities needed to be a successful entrepreneur to seek out solutions to market challenges, and endeavoring to envision “what could be” and to apply creative pursuit to realize that vision.

Innovate Calgary offers a suite of entrepreneurial development services and programs to help accelerate the success of a new business startup. These programs are developed and delivered by thought leaders, entrepreneurs and researchers who are familiar with the startup ecosystem.

Enabling entrepreneurship across campus is an important part of augmenting the university’s academic culture. By enabling students, researchers and faculty to envision, invent and transform their ideas into an innovation that benefits our community, economy and the world.

THE HUNTER CENTRE FOR ENTREPRENEURSHIP AND INNOVATION strives to teach students and faculty to develop the skills to recognize opportunities, embrace challenges and extend Calgary’s entrepreneurial “can-do” spirit while also providing the foundations to starting a business.

To learn more: [https://haskayne.ucalgary.ca/](https://haskayne.ucalgary.ca/)

LIVINGWORKS is a suicide intervention training company that trains community members and professional caregivers to help save lives from suicide. With university startup assistance and operating as a private social enterprise, they collaborate with individuals, organizations, and communities to promote suicide-safer living. Nearly 1.5 million people in more than 30 countries have been trained in LivingWorks programs since 1983.

Founders: Richard Ramsay, Professor Emeritus of Social Work, University of Calgary; Dr. Bryan Tanney, former Professor of Psychiatry, University of Calgary; Roger Tierney, PhD, Counselling Psychology, University of Calgary, former student counsellor, Mount Royal University; William Lang, PhD, Counselling Psychology, University of Calgary, former student counsellor, Banff Centre for Arts and Creativity.

To learn more: [http://www.livingworks.net](http://www.livingworks.net)
Innovate Calgary
Website  www.innovatecalgary.com
Phone   403.284.6400

Office of the Vice-President Research
Website  www.ucalgary.ca/research/vice-president-research
Email    vpr@ucalgary.ca
Phone    403.220.7833

VPR Legal & IP
Website  www.ucalgary.ca/research/vice-president-research
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Phone    403.220.6354